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Master's degree
Intercultural Studies for Business

Culture-Oriented Approach in Tourism and Hospitality

Anabela Santos Machado

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Anabela Santos Machado

INTERNSHIP REPORT

**Presented to Porto Accounting and Business School to
obtain the Master's Degree in Intercultural Studies for
Business, under the supervision of professor Alexandra
Albuquerque.**

To my parents

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I want to express my appreciations to all the people and entities that supported me and collaborated with me throughout this phase of my life. Without that support and collaboration, it wouldn't have been possible to finish this Internship Report.

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Abstract

In this world of globalization, Tourism and Hospitality has been a booster for the development of economies, societies and commerce. A hotel has a preponderant influence in tourism destinations since it is one of the possible accommodation options that tourists will choose to stay while visiting a tourist destination. News show that the number of tourists is increasing every year and the diversity of hotels in a tourism destination must be prepared for this diversity of tourist flows. With the increase of the number of tourists, hotels must be prepared to accommodate tourists of different nationalities, and consequently with different cultures, to provide a higher quality of services.

During my internship at Bom Jesus Hotels, from the 1st of February till the 1st of June 2019, mainly working at the front desk department, I could see that this Hotel group was striving to provide high quality services and goods to their guests, increasing their satisfaction in the hosting period, especially as far groups are concerned.

In order to manage the cultural diversity among guest groups, Bom Jesus Hotels elaborate protocols concerning different markets and different nationalities. During my internship, I felt interest in knowing more about the protocols, as an intercultural tool for guest groups' management, carried out a brief analysis of them and proposed some improvements.

Keywords: Tourism and Hospitality, Culture, Guests, Protocols

Resumo

Numa era de globalização, o Turismo e a Hospitalidade têm impulsionado o desenvolvimento de economias, sociedades e comércio.

Um hotel tem uma influência preponderante nos destinos turísticos, pois é uma das possíveis opções de alojamento que os turistas poderão escolher enquanto visitam um destino turístico. As notícias mostram que o número de turistas está a aumentar a cada ano e a diversidade de hotéis de um destino turístico deve estar preparada para este aumento de fluxo turístico. Com o aumento do número de turistas, os hotéis devem estar preparados para alojar turistas de diferentes nacionalidades e, consequentemente, de diferentes culturas, para oferecer um serviço de melhor qualidade.

Durante o meu estágio nos Hotéis Bom Jesus, de 1 de fevereiro a 1 de junho de 2019, onde desempenhei, essencialmente, funções no departamento de receção, pude perceber que estes hotéis tentam fornecer serviços e produtos de alta qualidade aos seus hóspedes, aumentando a sua satisfação no período de hospedagem, principalmente no que diz respeito a grupos de hóspedes.

Para gerir a diversidade cultural entre os hóspedes de um grupo, os hotéis de Bom Jesus elaboraram protocolos vinculados a diferentes mercados e nacionalidades. Durante meu estágio, senti interesse em conhecer mais sobre os protocolos, como uma ferramenta intercultural para a gestão de grupos de hóspedes, realizei uma breve análise dos grupos e propus algumas melhorias.

Palavras-chaves: Turismo e Hospitalidade, Cultura, Hóspedes, Protocolos

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List of Abbreviations

UNWTO – World Tourism Organization

CRM – Customer Relationship Management

URL - Uniform Resource Locator

UNESCO - The United Nations Agency

Introduction

This report describes my internship period at Bom Jesus Hotels, at the front desk department, from February 1 and to June 1 of 2019. This internship is part of the Masters in Intercultural Studies for Business and the last step to finish this degree.

The reason why I decided to carry out an internship was because of my personal interest in Tourism and Hospitality and my curiosity about how to relate this industry with culture in the working world.

This internship report is divided into different chapters. The first chapter of this report aims to introduce the Tourism and Hospitality world, in order to approach the hotel business segment. In Chapter I and II it is possible to understand the concepts of culture and its relation to guest behaviours, costumes and beliefs in a tourism context.

In chapter III, we will have the description of the different hotels where the internship was carried out. Through the activities' description it will be possible to understand the front desk department and its main functions, namely as far as the reception of groups is concerned.

In Chapters IV and V there is a brief exploratory study on the protocols used by the hotels and some suggestions of improvement are presented, since this can be used as a very important intercultural management instrument, especially for guest groups, always bearing in mind the importance of the cultural factors associated to the nationalities of those groups.

The last chapter, chapter VI, presents some conclusions of this internship report.

Chapter I: Brief Introduction to Tourism and Hospitality

The Tourism and Hospitality sector has gained a preponderant role at international level and can be considered one of the drivers of social, economic and political development. Tourism and Hospitality are industries that usually stick together. One industry complements the other, but in terms of definition they have different meanings. Tourism “entails the movement of people to countries or places outside their usual environment for personal or business/professional purpose”, while Hospitality demands the comfort and wellbeing of the guests, establishing a healthy relationship with the guest. When we refer to Hotel business (dealing with guests) those two terms combine perfectly, becoming one industry, Tourism and Hospitality.

Tourism and Hospitality is an industry that involves several essential components such as human behaviour. This industry interacts with individuals, economies and environments of a tourist destination (Andrade, 2000) (Bull, 1995). There are some terms in this industry that are usually misunderstood or confused such as traveller, tourist or visitor. For this reason, and because I will refer to them several times during the report, I considered important to define them first.

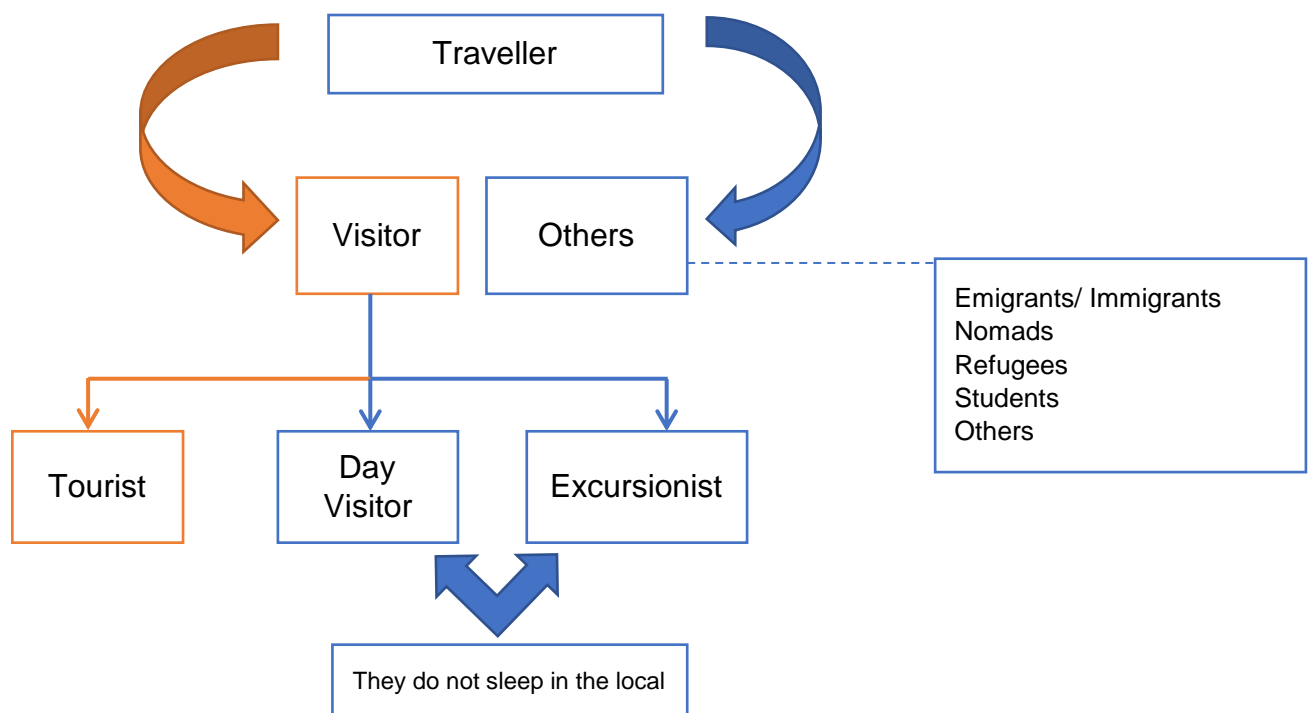


Fig.1- Types of Traveller

Source: adapted from Bernardo(2013)

Traveller: “is a person who moves to an unusual place, for any purpose or any duration”.
Visitor: “is a person who moves to an unusual place for a period of less than twelve months and for reasons other than paid.” Tourist: “is a visitor who for at least one night enjoys collective or private accommodation at the place visited”.
(Bernardo, 2013).

1.1 The Tourism Industry

Tourism is a rather nebulous term, holding hands with globalization, and a high-growing industry that influences the diversity of areas of a country, such as anthropology, geography, ecology and social-economics (Chang, 2007; Zerger, 2016). It's a flourishing phenomenon and is attracting countless businesses, organization and academics all over the world (Lockwood & S.Medlik, 2003; Leonard J. Lickorish & Carson L. Jenkins, 1997).

One of the aspects that makes tourism challenging to define is the fact it is divided into two dimensions, a tangible and an intangible one. The tangible dimension refers to hotel equipment and other infrastructures while the intangible dimension refers to aspects such as culture, behaviour, habits, that will contribute to the overall expectations of the tourist towards future destinations (Palmer, A. Bejou, 1995). We can however try to define tourism with a more complete definition, using the definition of World Tourism Organization:

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purpose. Those people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities some of which imply tourism expenditure.(UNWTO, 2005).

In Tourism industry, besides the people who travel outside their usual environment, influenced by the tourism flow - tourists -, there are also other entities influenced by this flow, for example the companies of a tourist destination or even the government of those tourist destination, being also influenced by this enormous industry. These three are thus to be considered:

(1) The tourist, who seeks for different experiences and diversity;

(2) Companies, that supply goods and services to a tourist (in terms of industries and employment);

(3) The government, of the host area or community, the flow of tourist influence the day live of a community, positively or negatively, for example depending on the form tourists behave (Goeldner, 2002).

As a multidimensional sector, Tourism, has numerous subsectors that involve production, marketing, and consumptions of various products alongside with different industries, as it's possible to visualise in the table below. The diversity of products and industries belonging to the tourism industry is vast and connected, since, to start with, guests need transport to go to a destination, an accommodation in the same destination and food and beverage to eat and remember the tourist local where they were (Mok, Sparks, & Kadampully, 2009).

Products	Industries
Accommodation services for visitors	Accommodation for visitors
Food and beverage serving services	Food and beverage serving activities
Railway passenger transport services	Railway passenger transport
Road passenger transport services	Road passenger transport
Water passenger transport services	Water passenger transport
Air passenger transport services	Air passenger transport
Transport equipment rental services	Transport equipment rental
Travel agencies and other reservation services	Travel agencies and other reservation services activities
Cultural services	Cultural activities
Sports and recreation services	Sports and recreation activities
Country-specific tourism characteristics goods	Retail trade of Country-specific tourism goods
Country-specific tourism characteristics services	Retail trade of Country-specific tourism services

Table 1 - List of categories of tourism products and tourism industries

Source: UNWTO, 2017

1.2 Hospitality Industry

This industry has been approached by different areas throughout the years: cultural theorists, geographers, philosophers, sociologists, theologians, and linguists contributing to the comprehension of the term Hospitality. This term is part of several domains, including social, private and commercial (Lynch, Molz, McIntosh, Lugosi, & Lashley, 2011). In social terms, more specifically, hospitality includes hotel employees, who aim to increase the comfort of the tourist and enhance the feeling of being welcome, since it is extremely important to build a positive interaction between host and customer/tourist/guest in an hotel environment (Barrows, Powers, & Reynolds, 2012).

According to Slattery (2002),

The basic function of hospitality is to establish a relationship or to promote exchange of goods and services, both material and symbolic, between those who give hospitality (hosts) and those who receive it (guests). If a host looks after his guests well out of genuine concern for their happiness and charges them reasonably, rather than extortionately, for what he does, his activities can be called hospitable (Slattery 2002).

In hospitality services there are always some tools that an employee can use to increase the quality of the service, facilitating the satisfaction of the guests, such as:

- (1) The website of the hotel - sometimes this is the first impression that a guest will have of the hotel, a well-structured webpage can influence the guest decision and expectation of the future hotel;
- (2) To know the profile of the guest – it requires more than just a smile to know your guest, showing that the hotel cares about him/her;
- (3) Customer satisfaction measurements - it's important to address customers complains rapidly, by phone, email, personally, to avoid dissatisfaction of the guest during the hosting time or after the hosting time;
- (4) Well-trained employees;
- (5) An effective communication – to track, analyse and report the satisfaction of guest, through the feedback the guest can give to the hotel.

(Martins, 2013)

Thus the hospitality industry goes beyond the simple relationship between an host and a guest, in different areas, as hospitality has different levels of priority: (1) Free- Standing Hospitality Business (a priority); (2) Hospitality in Leisure Venues (not a priority) ; (3)

Hospitality in Travel Venues (not a priority) and (4) Subsidised Hospitality (Slattery 2002).

But what is important in hospitality, rather than the level of priority in the different areas, is the happiness of the guest, the ability to incite the satisfaction of this guest regardless their age, gender, ethnicity, region or nationality.

In a business world, especially in a business hotel, hospitality has an important role as well as Tourism and those two industries are usually together in this business world since they complement each other.

1.3 Tourism and hospitality in a Hotel

This enormous industry, Tourism and Hospitality, is an encompassing diverse sector which is growing exponentially alongside with globalization (Nickson, 2007; Chang, 2007). While Tourism is related to the movement of people outside their usual environment, Hospitality is related to the comfort and wellbeing of those people. Terms like Tourism and Hospitality are usually used together since they combine perfectly, but the meaning of Hospitality and Tourism is different. Even if the two industries have different meanings, when referring to a hotel context both are essential, so I will use the terms together in this hotel context.

The infrastructures used in the business Tourism and Hospitality industry have an important role in the development of Tourism and have been evolving throughout the years. Nowadays, hotels have several categories and standards to reach different segments with a range of diversity on categories of goods and services for specific needs and wants of their guests (Andrews, 2007; Kuslovan, 2003). Together, those categories can build an offer of unique services and goods, prising for the satisfaction of their guest/customer, delivering a successful experience and contributing to a possible loyal customer/guest in the future (Mok, Sparks, & Kadampully, 2009; Cheng & Lew, 2015; Andrews, 2007). The high quality of the services is an important tool to achieve the satisfaction of the customer and develop their loyalty. The success of different businesses in the Tourism industry, not only in hotels, depends on this quality, for example, promoted by travel agencies, tour operators, carriers, hoteliers and restaurants (Ivanovic, 2009).

Moreover, the success of an Hotel starts with the profile of the employees. Their ability to be friendly, polite, helpful and speak foreign languages is an important tool to provide the guest with correct information. Reaching a positive response (a satisfactory

experience) of the guest is also an important ability. Therefore, being able to demonstrate concern about customers' needs and to sell the correct goods to the customer are other examples of a good performance by the employee. (Bavik & Ekiz, 2014; Valachis, Chistou, Sigala, & Maroudas, 2009).

Not all the guests have the same satisfaction or a positive response, they have different needs, objectives and past experiences, influencing the level of expectation in relation to a service or product provided by the hotel. This is one of the reasons why the performance of an employee is so crucial, since it can turn a negative experience of the guest into a positive experience (Cheng & Lew, 2015; Philips, 2008).

Concluding, not being a sole factor, we can see that employees play a key role when referring to the quality of service or product sold to a guest, influencing their satisfaction, independently of their background. In fact, we cannot forget that hotel guests have different backgrounds, experiences and expectations but also different cultures, believes, values and lifestyles or, in other words, different cultures (Berger & Huntington, 2002; Lashley, 2000).

In the next chapter, I will try to cover the main issues concerning culture and tourism.

Chapter II: Tourism and Culture

2.1 Some words about Culture

According to the Online Etymology Dictionary, the origin of the word Culture is rather old, originally coming from the Latin word “Cultura” (to inhabit, to cultivate, or to honour) from past participative stem of “Colore” (to tend, to guard, to cultivate) (Online Etymology Dictionary, n.d.). Culture, historically, is then part of a community of language, territory, economic life, and psychological make-up (Smith & Hiden 2012; Berger & Huntington, 2002).

Studies on the awareness of culture are abundant and definitions of this concept have been discussed in several fields of studies (political, sociological, ethnical, anthropological, philosophical, among others). Edward Burnett Tylor was considered the father of the modern definition of culture and later other authors took his definition and redefined it with new contributions, but the base of the term remains, as stated by Edward Tylor:

Culture...is that complex whole which includes knowledge, beliefs, arts, morals, law, customs, and any other capabilities and habits acquired by [a human] as a member of society.

(Tylor, 1871 apud Lowie, 1917)

The United Nations Agency - UNESCO - redefined the concept of culture with a more complete definition. According to this organization, culture is a:

Set of distinctive spiritual, material, intellectual, and emotional features of society or a social group, encompassing, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs.

(UNESCO, 2009)

The human beings are the result of the cultural environment where they socialize, the “set of distinctive spiritual, material, intellectual, and emotional features of society”. They are an heir to a long cumulative process, which reflects the knowledge and experience gained by the many generations before them. The proper and creative manipulation of their cultural heritage allows the evolution of these innovations and inventions (Valduga & Lagemann, 2010). Without culture, we wouldn’t have a language to express ourselves, the ability to think/reason would be very limited and we wouldn’t have the sense of self-conscious (James E. Cote, 2013).

2.1.1 Cultural Diversity of Groups

In an age of globalization where migration, asylum and population mobility from one place to another urge on a change of environment in culture and geographic boundaries, cultural diversity is unavoidable. Diversity in some cities is increasing exponentially, the differentiation of gender, age, religion, ethnicity, and political ideology is emerging in different areas, leading to the appearance of new cultural groups (Crisp, 2010; Banting, 2009; Beukelaer, Pyykkonen, & Singh, 2015).

Therefore, today, maybe more important than knowing the nationality of an individual or group is understanding their cultural identity. An individual from a cultural group can diverge in space and time dimensions from members from other groups, especially in some cities where the diversity of cultures is present (K.Cowan, Dembour, & A.Wilson, 2001; Crisp, 2010). The feeling that we belong to a certain culture and our emotional connection to it indicates that we identify ourselves with a certain cultural group, not that we are completely alike.

It is possible to identify different cultural identities in the midst of a society (Goucher College, 2017; Barzilai, 2007) . Different cultures possess different languages, beliefs, norms and values. These diversities are implemented in every day live of a society. When applied all together those diversities are what make a cultural group so unique (Lashley, 2000; James E. Cote, 2013).

We cannot write about diversity of cultures in one nation or society, without defining multiculturalism as well:

.. is used to refer to the existence of ethnically or racially diverse segments in the population of a society or State. It represents a perception that such differences have some social significance-primarily because of perceived cultural differences though these are frequently associated with forms of structural differentiation. The precise ethnic groupings which exist in a State, the significance of ethnicity for social participation in societal institutions and the processes through which ethnic differentiation is constructed and maintained may vary considerably between individual States, and over time.

(Inglis, 1996)

Multiculturalism, following Longley (2019), expresses the view that society is enriched by preserving, respecting, and even encouraging cultural diversity. Therefore, there isn't one national culture of one country equal to another national culture of another country, since there isn't the same diversity of cultures in two countries.

Tourism and Hospitality is a field where it is possible to recognise the importance of cultural differences of a certain cultural group, with a certain nationality. In the hotel context, it is possible to find diversity of cultures among the employees but also among guests of different nations. (Rampley, 2005; Bavik, 2015; Ankrah, Antwi, & Debrah, 2005) . I will go deeper into this in the next section.

2.2 Culture in Tourism and Hospitality

As mentioned before, a tourist is someone who moves to a tourist destination and receives a service or a product. Tourism service encounters take place in the context of a tourism culture which is formed by essential components:

- (1) The national/regional settings of the tourist and the host region,
- (2) The tourists' various subcultures,
- (3) The organisational culture of tourism enterprises in the receiving region.

(Weiermair, 2000)

(1) Elements of National cultures (values, norms and rules) can influence the interaction between the tourist (people who travel to a local) and the residents (the residents of a travel location) resulting in a momentary connection of cultures. This interaction can be positive or negative depending on the tourists experience and perception of the visited destination and depending on the acceptance and tolerance of tourists by the residents of the region/ tourist destination (Pavluković, Lukić, & Pejović, 2011; Weiermair, 2000). Harmony between tourist and resident is not easy to achieve, especially in a tourist mass destination context (with a large number of visitors) (European Commission, 2002; Theobald, 2004).

(2) Tourists with different social norms, morals and values can belong to a subculture - differentiating themselves as a separate group inside of a large culture. Some are barely distinguishable from the dominant culture in values, norms, artefacts, language, territorial spaces (counterculture), and others are similar to the dominant culture (subculture) (Power, 2010).

(3) The tourism activity consists of the combination of various products and services that are offered to meet the expectations and needs of visitors, who are in a defined geographical and temporal space (Farraia, 2013).

Culture is, therefore, part of Tourism and Hospitality and there are several types of tourists with cultural motives to visit a tourist destination. They are generally known as Cultural Tourists, reason why I will now go briefly into the subject of cultural tourism.

2.2.1 Cultural Tourism

People interact constantly with different cultures. In Tourism and Hospitality, in particular, it is a daily routine (Rampley, 2005). Moreover, culture is one of the reasons that lead people to travel to a certain location (Goeldner, 2002). Tourism promotes forms of culture in a tourist destination, for example, with the creation of cultural activities. Culture also creates attractions for the tourists. Monuments, traditions, events, arts or simply discovering the lifestyle of the population are some examples of the cultural activities that attract travellers and tourists (Fernandes & Silva, 2007; Roddewig, 1988).

The World Tourist Organization (UNWTO) defines cultural tourism as follows:

Cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.

(UNWTO, 2011)

Culture is one of the drivers to visit a tourist destination and is currently playing a key role in the tourism offer, promoting tourist activities, products, services and boosting the construction of new infrastructures, such as hotels. This is developing tourist destinations, with the offer of new organizations and investment (Fernandes & Silva, 2007; Richards, 2018).

Therefore, tourism cities are relying more on culture, to attract more tourists which leads to the development of cultural tourism,

City tourism relies on culture as a major product, while heritage-based tourism provides benefits not only for interested visitors, but also for the resident population able to preserve their memories while improving cultural opportunities at the local level.

(Artal-Tur, 2018)

As we can see in the table below, there are several types of cultural tourists that a city can depend on. Since a cultural tourist is a person who travels to satisfy a cultural-conditioned need, there are several types of cultural tourist with different cultural needs “such as study tours, performing arts and cultural tours, travel to festivals and other events, visit to sites and monuments, travel to study nature, folklore or art, and pilgrimages” (Vujović, 2018).

Criterion	Primary Categories and Secondary Categories		
Nature of Interests	Unspecific Cultural Tourists (Type 1)		
	Specific Cultural Tourists (Type 2)		
	Purposeful purpose Cultural Tourist (type 3)		
Intensity of needs			Real Cultural tourist
			Commercial Cultural Tourist
	Serendipitous Cultural Tourist (type 4)		
	Unintentional Cultural Tourist (type 5)		Incidental Cultural Tourist
			Casual Cultural Tourist
			Sightseeing cultural Tourist

Table 2- Type of Cultural Tourists

Source: (Vujović, 2018) (McKercher, 2003)

To receive different types of cultural tourist guests, in a hotel context (an organizational culture), cultural proximity and cultural distance, between employee and customer, can influence the guest satisfaction dealing with an unpleasant situation; for example, a service failure. Moreover, the expectation and behaviour of the tourist can vary significantly depending on the type of tourist and on the nationality of the guest. (Gomes, 2012; Weiermair, 2000; Laws, 1995), as I will try to show in the following point.

2.3 Organizational Culture in Tourism and Hospitality

Globalization and the arrival of new trends and technologies required organizations to be more proactive, starting internally, with their departments and leadership, to reach efficiency and to evolve and compete with other organizations (Morcos, 2018).

Organizations need to understand their own culture to be able to assess and use this factor as an competitive advantage (Ankrah et al., 2005; Schein Edgar H., 1995). Organizational

cultural can be defined, according to Ahmed & Shafiq (2014), as the collective programming of the mind that distinguishes the members of one organization from others. To construct a strong base of organizational culture is essential to achieve the company goals, and it requires a long process of adaptation and integration of the employees, with the purpose of accomplishing the main objectives of the organization efficiently (Schein Edgar H., 1995).

Tourism companies focus less on control and administrative hierarchy and more on knowledge and communication, giving more importance to organizational culture. Adaptability, involvement, consistency and mission are the key characteristics of an organization culture, leading to a positive relationship management (people, process and technology) (Brâncusi & Jiu, 2019; Rahimi, 2016).

Hotel managers need to be aware of the importance of their own organisational culture and trace strategies to build an efficient Customer Relationship Management (CRM), since, nowadays competition is not just physical but also virtual (for example Airbnb, Booking and others network pages of hotels and tourism industry) (Oksana, 2019; Rahimi, 2016; McGuire, 2017).

An organization culture, of a hotel for example, is influenced by various factors: people, environment, size, history, crises and success, technologies and primary functions, leads and ownership, goals and objectives, location, recruitment policy, macro cultures. Several authors along the years marked some of these factors as essential to an organizational culture, as we can see in the table below (Ankrah et al., 2005).

	(Graves, 1986)	(Kotter & Heskett, 1992)	(Thom pson, 1993)	(Han dy, 1993)	(Hampden- Turner, 1995)	(Hand y, 1995)	(Mulli ns, 2005)
People	✓	✓	✓	✓		✓	✓
The environmen t	✓	✓	✓	✓			✓
Size		✓		✓		✓	✓

History, crises and success		✓	✓	✓			✓
Technology and primary functions	✓	✓		✓			✓
Goals and objectives			✓	✓			✓
Leaders and ownership		✓		✓			✓
Location		✓					✓
Recruitment policy	✓						
Macro Culture					✓		

Table 3 - Factors influencing organisational culture

Source: Ankrah et al. (2005)

Organizations cannot be concerned only with the technological and physical elements related to guest satisfaction, but also pursue ways to increase the performance of their employees to develop a competitive advantage (Platon & Turismului, 2017; Bavik, 2015; Morcos, 2018).

2.3.1 Organizational culture in a Hotel

As a business, a hotel has more than a functional organizational culture, which requires a healthy organizational culture, where all need to work together to successfully reach their goals. The particular culture of a hotel can be used as a competitive advantage, since each organizational culture is unique. (O'Donnell & Boyle, 2008). An effective organizational culture, in a hotel, requires a stable environment, harmony between employees and efficiency especially dealing with guests of different nationalities. (Hemmington, 2007; Rahimi, 2016).

Hotels need to differentiate themselves and be competitive, take close attention to their organizational culture, that can change through time, especially when there is a change of employees. (Deery & Shaw, 1999; McGuire, 2017; Solntseva, 2019). Regular training, (especially of the front desk employees), motivation, manpower and professionalism are the key factors to have a successful hotel (Hrout & Mohamed, 2014; Platon & Turismului, 2017). Different members have different values, norms, beliefs, attitudes and assumptions, influencing their practical performances in the job. (Alvesson, 2002; Deal & Kennedy, 2000; Bavik, 2015)

Tourism and Hospitality is a growing business, offering reliable products and services. The diversity of types of hotels and brands can attract different segments of public depending on the target market the hotel wishes to follow (Lashley, 2000). However, after attracting public, hotels need to deliver a satisfactory service. The environment and staff are key factors to raise and maintain the satisfaction of their guests. For example, in a hotel, from the check-in to the check-out, every verbal and physical contact with the staff is important (creating memories from the hosting period in the hotel), any interaction between host and guests is truly significant (Hemmington, 2007; Bavik, 2015; Lashley, 2000). If the guests finish their visit with a high level of satisfaction, it's possible to build a stronger base for a future loyal customer. It's more likely that visitors will return if they have a pleasant stay (there is also an emotional influence that may affect the decision to book a given room in an hotel) (Lewis & Chambers, 2000). The satisfaction of the guest is essential. It's also necessary to pay attention to the cultural diversity of their country of origin (Khyade & Sericulture, 2018):

Cultural diversity is the quality of diverse or different cultures, as opposed to monoculture, as in the global monoculture, or a homogenization of cultures, akin to cultural decay. The phrase cultural diversity can also refer to having different cultures respect each other's differences. The phrase "cultural diversity" is also sometimes used to mean the variety of human societies or cultures in a specific region, or in the world as a whole.

The ability to communicate effectively across different cultures is an important tool, leading to a challenging interaction with the guest (Laroche, 2003; Ivanovic, 2009). Communication is also an important tool to exchange information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders inside the hotels.

2.4 Intercultural Communication

To understand the concept of intercultural communication it is convenient to understand some concepts such as the concept of communication (Soter, 2016). There is something in common in all theories related to intercultural communication: the concept of dialogue. Intercultural dialogue involves several translations, interpretations and understandings with different meanings, depending on the subjects who are in dialogue (Grillo, 2017; Spitzberg, 1991). Some authorities see intercultural communication as a communication between:

- Individuals from different nationalities
- Inter-ethnic communication
- Inter-religious communication
- Inter-regional communication

(Laskar, 2017)

Intercultural communication can be seen as a silent language (used to express and receive ideas, thoughts and feelings) between individuals, and has a significant importance in actions and words, with the objective to pass down a message between a sender and a receiver regardless the cultural group of the individuals (Teodorescu, 2012; Rogers & Hart, 2002).

Generally speaking, communication between two individuals must contain a message, this message needs a content and a channel (the senses used in communication). The receiver must understand the message so that the communication is successful (HoonLee, Phaal, & Hyung-Kim, 2012). If one of the part is dominant and rejects an intercultural dialogue it is difficult to continue a dialog (Elena & Alexandru, 2015; Saliu, 2017).

Even more than general communication, intercultural communication evolves also relationship and interaction, following some conclusions of Soter (2016):

Intercultural communication should be seen as a combination of diverse forms of relationship, interaction and communication between individuals and groups belonging to different cultures.

Intercultural understanding is an important requirement to improve human relationships especially in new multicultural environments (Sarwari & Abdul Wahab, 2017). During the process of intercultural communication, the existence of interest between the response of the two elements that are communicating is fundamental to maintain the dialog “alive” and to extend this dialog (Spitzberg, 1991).

2.4.1 Intercultural communication in tourism

Communication is one of the main tools in Tourism and Hospitality. Communication is an important tool to exchange information, opinions, making plans and proposals, reaching agreements, executing decisions, sending and fulfilling orders inside the company (hotels), etc. Nowadays, in a globalized world, there are several tools allowing people to overcome cultural barriers in terms of communication: new channels, such as the internet, allowing people from different parts of the world to be able to communicate (Teodorescu, 2012). The ability to communicate effectively across different cultures is an important tool

In tourism, if the dialogue between two parties isn't effective, it can affect negatively this industry. For example, between tourists and locals/ hosts it is common this type of situation. Misunderstandings, wrong interpretations and communication breaches are a characteristic feature of intercultural communication. The methods people use to communicate depend on different factors such as: culture, values, ethnics, practices and attitudes, among others (Elena & Alexandru, 2015).

Chapter III: Description of the Internship at Bom Jesus Hotels

In order to finish my master's degree in Intercultural Studies for Business, I decided to carry out an internship in a hotel. Since my bachelor background is Management of Tourism Activities, I am aware that hospitality is a rich setting of cultural diversity. Therefore, it seemed to be ideal to apply all the competences acquired during the master courses and discover through this new approach.

I spent a few months applying by email for several four and five star-hotels in Porto and Braga. I was asked to go to some interviews by some of them, including Bom Jesus Hotels. During the interview, in which I met the responsible for the department of human resources, I was asked a series of questions regarding my academic background, my English skills, and what kind of objectives I had for this internship. At the end of the interview I was informed that I had been selected as an intern for the reception department. Due to the recognition of these Hotels both in the city of Braga (where I live) and in general the north part of the country, I decided to have my internship in Bom Jesus Hotels. The internship was four months long and it started at February 1st and ended in June 1st, with a total of 640 hours.

3.1 The Organization: Society of Hotels Bom Jesus

My internship was held in the Bom Jesus Hotels, situated in Bom Jesus do Monte, Braga.

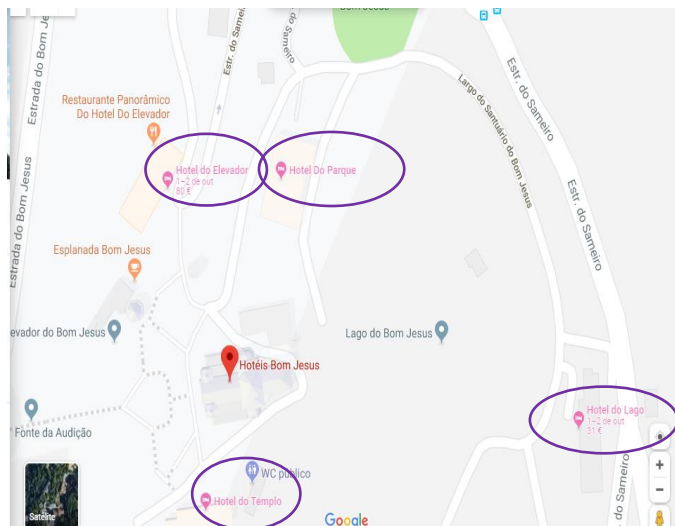


Fig. 2- Location of the Hotels Bom Jesus

Source: Google maps

Inside the park Bom Jesus it is possible to find four of the five hotels of the Society Bom Jesus, three four-star hotels and two three-star hotels in total. Each hotel has different characteristics.

3.1.1 Origin and history

Archbishop D. Jorge da Costa, in order to strengthen the faith of his devotees in the diocese of Braga, ordered the construction of the sanctuary of Bom Jesus in 1494, through a sacred ascension that represented the Passion of Christ and his death (Pimentel, 1876).

In 1723, with the initiative of Archbishop D. Rodrigo de Moura Teles, the monument suffered several works, and a baroque style was chosen: the portico, the eight chapels (of which there are currently only six) with scenes that evoke the life and Passion of Christ, ramps and fountains (located in front of each chapels) dedicated to a heathen God. The Five Sense Stairs were built, ordered also by D. Rodrigo de Moura Teles, representing the transience of the body, as well as the fragility of the knowledge emanating from it, opposing to the divine truth that allows a departure from the material world. The total number of stairs is 573, divided in tree staircases - Staircase of the Portico, the Three Virtues and the Five Senses. (Pimentel, 1876; Silva, 2014).

With a neoclassic style, one of the firsts in Portugal, a church was constructed in 1784 and concluded in 1811 by the architect Carlos Amarante. He also constructed the Stairs of Virtues and the churchyard that precedes the church (Lima, 1996; Silva, 2014).

Known also as a pilgrimage local, Bom Jesus do Monte, it has a unique type of construction (baroque, rococo and neoclassical), and is certainly the most majestic, symbolic, and poetic sacred mountain constructed in Europe (Conferência Episcopal Portuguesa, 2018).

3.2 Hotels Bom Jesus

Bom Jesus is associated to a natural, environmental and religious heritage, but we cannot fail to admire also its hotel heritage, located also in the Bom Jesus Park, as I will try to describe next the hotels where my internship was performed.

3.2.1 Templo Hotel

With a historic dimension of a 19th century hotel, Templo Hotel is located in the park Bom Jesus. Previously it was a Spa intended to thermal purposes. Nowadays it is a four-star hotel, with forty-two rooms, a spa (pool, massage, sauna, machine cardio fitness and jacuzzi), a bar and a breakfast room for the guests.

3.2.2 Elevador Hotel

Elevador Hotel was named like this because of the funicular, traditionally called "Elevador", the oldest in the world powered by a water counterbalance. It was constructed by the initiative of Manuel Joaquim Gomes and projected by Niklaus Riggensbach, and it was inaugurated in March 25th, 1882. This hotel contains the only restaurant of the four hotels, located inside Bom Jesus park, open daily from 7:00 until 10:30, 12:30 until 14:30 and again from 19:30 until 22:00, for breakfast, lunch and dinner respectively. It has 22 rooms and some events rooms.

3.2.3 Parque Hotel

Before being an hotel, Parque Hotel was a convent. It was reconstructed recently, in 2014. The Hotel has forty-four rooms, four of them are suites. It has an entertainment room, a spa (massage), breakfast room and event rooms. It is considered the best of the four-star hotels.

3.2.4 Lago Hotel

It has fifty-two rooms, two entertainment rooms, spa (jacuzzi and cardio fitness machines), two bars located in different floors, breakfast room and three floors. Lago Hotel is the only tree-star hotel inside park Bom Jesus. With all the charm of a historic 17th-century guest house, it has been completely refurbished has an Hotel.

3.3 Characteristics of Hotels Bom Jesus

As written above, each hotel has different characteristics that are represented in the table below, divided by Divisions/ Services / Typologies.

*(jacuzzi, massage, machine of cardio fitness)

	Templo Hotel	Elevador Hotel	Parque Hotel	Lago Hotel
Classification	4*	4*	4*	3*
Divisions				
Rooms	42	22	44	52
Bars	1	1	1	2
Restaurant	x	1	x	X
Pool	1	x	x	X
Spa*	1	x	1	1x
Entertainment room	x	x	1	1
Event room	2	2	1	X
Breakfast room	1	1	1	1
Services				
Accommodation services	42	22	44	52
Food and beverage services	✓	✓	✓	✓
Services of recreation and sports	✓	x	✓	✓
Entertainment services	x	✓	x	X
Merchant services	✓	✓	✓	✓
Trades and services	x	x	x	X
Typologies				
B	✓	✓	✓	✓
BB	✓	✓	✓	✓
HB	✓	✓	✓	✓
FB	✓	✓	✓	✓

X Not available

1X available but out of operation

✓ Available

Typologies:

B – Bed

BB – Bed and breakfast

HB- Half board

FB – Full board

Table 4- Characteristics of the hotels Bom Jesus

Source: adapted from Batinić (2016)

3.4. Internship Activities

This internship started on February 1st of 2019 and finished on June 1st 2019 (four months). During this period, I was an intern at the reception department of the Hotels (Parque Hotel, Templo Hotel, Elevador Hotel and Lago Hotel). I was able to perform receptionist duties since the second month of internship.

3.4.1 Front Desk Functions

My internship was carried out in four of the five Hotels Bom Jesus. The hotel front desk is open 24h a day, so there are 3 working shifts: 8h until 16h, 16h until 00h and 00h until 8h. My schedule was usually between 8h- 16h and 16h- 00h. I worked with different receptionists and head receptionists, but Mr. Filipe Silva was my supervisor during my internship and the one responsible to assess my performance.

The hotel clerk receptionist is the heart of the hotel, having the responsibility to carry out tasks correctly, professionally and to solve important problems, in order to perform the job efficiently, which was not always easy for me. As a front desk clerk, I should:

- Answer the demands of the guest personally/ phone/ email/ webpage.
- Work with the reservation tool and manage the different types of reservation: (i) Direct reservation (the guest makes the reservation directly with the hotel, by email or phone); (ii) Indirect reservation (the guest makes the reservation by agency or booking.com)
- Organize the physical files of the guests or groups chronologically: by year – month – day.
- Do the Check-in: introduction of personal information in the software (I.D number) and if necessary, receive the payment of the reservation.
- Do the verbal introduction of the divisions, services and typologies of the hotel with a polite, accurate, precise and effective communication.
- Do the check- out: receive the payment (total or 50%) if the reservation is direct. If it is indirect, most payments are made in advance (depending on the agency and the Booking webpage, though).
- TPA (automatic payment terminal) closing (calculate the money paid by the guests by credit card) and tell cash at the end of the shift.

The software used by for all these tasks at Hotels Bom Jesus is PROTEL, as I will explain next. Personally, it was the first time that I had contact with this type of software and

initially it was confusing for me. I needed to take notes in order to be able to operate with it.

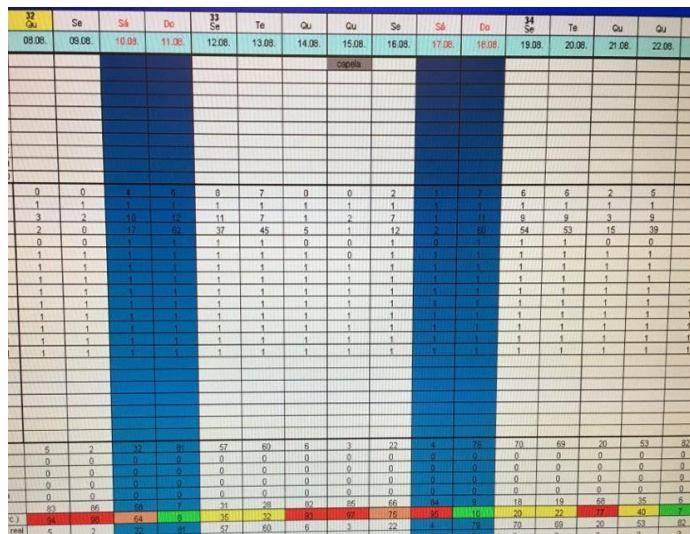


Fig.3- PROTEL

Source: self-elaboration

PROTEL is a software where the reservations are made. In the photo above it is possible to see the variation of colour considering the percentage of price and occupation. There is a chart with the different room rates, depending on the colour and Hotel of the Group. Each colour means a different rate, and as a front desk clerk I needed to be aware of those differences to know what price should be offered in different dates.

- The black colour means there isn't any rooms available, consequently no rate to be implemented. The hotel is 99% - 100% full.
- The red colour represents the highest percentage of 78% - 98% of occupation, corresponding to the highest price.
- The orange colour represents the second highest percentage of 52% - 77% of occupation corresponding to the second highest rate.
- The yellow represents a lowest percentage of 26% - 51% of occupation, comparing to the orange colour but a higher percentage comparing to the green colour, corresponding to the third highest rate.

The green colour is the lowest percentage of 0% - 25% of occupation, corresponding to the lowest rate.

The reservation is made in another section of the programme, also with a colour-based system.

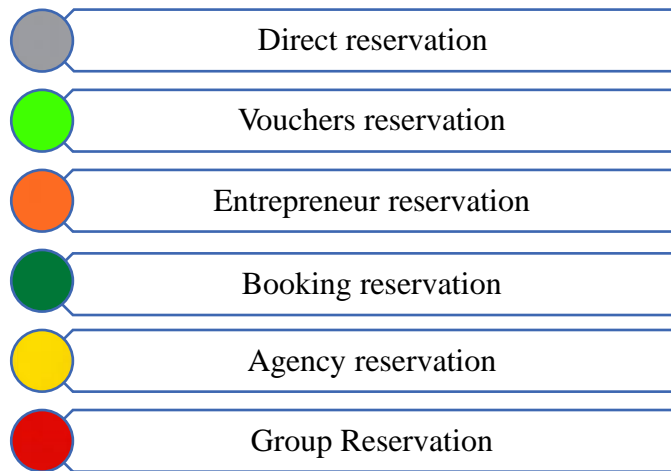


Fig.4- Colour- based reservation system

Source: Self-elaboration

Another function of PROTEL is that it is used by all Bom Jesus Hotels, so the hotel clerks have access to all booking information within the group. During my internship, I could feel that the team work between hotel clerks is crucial: a good environment among the hotel employees is as much important as the environment created with the guest.

3.4.3 Relation between Guest and Receptionist

The relation between a guest and a host is not that simple. While I, as the receptionist I needed to communicate with the new guest, and I needed to perform other functions at the same time.

Being the face of its Hotel, I needed to fulfil my duty effectively: (1) Welcoming guests, (2) Checking-in guests, (3) Processing any requests, (4) Handling check-outs, (5) Respectfully dealing with guests' issues.

- (1) The receptionist is the first impression a guest gets of the Hotel. It's the first person that greets the new guest, for this reason I needed to receive the new guest with a smiling face.
- (2) The first practical teaching I was giving was how to carry out a check -in. Without understanding check-in patterns, the receptionist can create conflicts at the front desk,

impacting the guest experience. Decisions made in one department of a hotel can have impacts across the Hotel. To know how to use the system PROTEL its essential for this task. When the guest arrives it is necessary to have a calm posture (even when its chaotic, with many guests doing check-in at the same time), then ask politely the I.D to introduce in the program, and speak affirmatively about the characteristics of the hotel: location of the room of the guest, floor, breakfast room and other hotel services. After this, I should give the key to the customer and check in the guest in the program.

- (3) Communication is another important tool. The front desk clerk needs to communicate efficiently with the guest, using a clear, objective, coherent discourse. Moreover, dealing with requests of a guest requires an effective communication and sometimes a fast-problem-solving ability. Some of the requests are simple, for example, a bottle of water. Some requests are problematic, a change of room when the hotel is full, for example, luckily when this situation happen to me, I still had one room available.
- (4) Both Check-out as check-in require to master of the reservation software. There are various payment options that should be selected depending on how the guest will pay (credit card, money or bank transfer). Occasionally, guests already payed 50% of the stay before even doing check-in, particularly in group reservations. Sometimes the guest preferred to do the total payment upon check-in. Each guest has a physical file where we kept their data, including name, days of check-in and check-out, agency, requests, value of the payment and if it is already paid, partially paid or not paid. Upon check-out I would also ask the guest if there were any problems and if they enjoyed their period in the hotel.
- (5) Dealing with guest complains simply requires another level of ability and it was one of the most stressful situations I had to deal with. First, the hotel receptionist needs to stay calm, listen to the guest, apologize and find a quick and effective solution that pleases the guest. For example, one guest thought that the hotel room looked much better in the photos of the hotel pages than, his expectation did not match with the reality, so I needed to follow the steps above mentioned.

Another important role of the receptionist is the ability to exceed the expectation of the guest, since the moment they arrive until the moment they depart. The satisfaction of the guest is the maximum priority, so I needed to prioritize the guest needs and wants efficiently.

For instance, I needed to be aware of the diversity of cultures of the guests, even if the posture, tone and the communication style tended to be the same. Groups usually are simpler to identify their culture, since they are members of one group, will come from the same country and will make similar requests. There are normally situations and requests that are typical from a particular group culture. For example, groups and especially when they do not speak Portuguese or English, communication is not direct and is mediated by the guide, which makes requests / needs more collective than for individual guests.

Another cultural difference I could notice in the groups' management is the different typology of rooms they may choose. Some groups, mostly Nordics prefer twin beds and groups of Italians and Spaniards, for instance prefer double beds. Nordic countries will also like to eat breakfast as soon as possible, while Brazilians, for instance, will prefer to eat breakfast later.

3.4.4 Group management in the Front Desk

The diversity of cultures that exists in the world is vast, inside or outside the Hotel this fact is no exception. Hotel guests have different backgrounds, experiences and expectations but also different cultures, influencing the way they see and act in various situations inside the hotel. The group guests usually come from different nationalities, with cultures similar but also completely different from the Portuguese Culture. Knowledge is power and the more information we have about those groups, more likely the satisfaction of those group can be a reality.

The majority of groups that I could welcome in the hotel during my internship were European Groups, but I also had the opportunity to deal with Brazilians and Chinese groups.

Because dealing with groups of guests, from the same culture, requires a more structured and collective offer and strategy, Bom Jesus Hotels have gathered some relevant information about the groups in a document, they called "Summary". This document is a kind of protocol, where basic information about group guest is written.

The protocols in Bom Jesus Hotel are made when the reservation summary is being created. All the information, dates, schedule of arriving and departure, requests, payment or group members - was written in this document by the hotel employee responsible to "negotiate" the reservation with the agencies of the groups, mostly, through emails and phone. Mr. Paulo Vaz is the responsible to the group guest

reservation, he would select the essential information of the group and build two different tables in one document. One would have Prices, Room Typology, and the total number of people who constitutes the Rooming list (list of the names of the member of the group) and room typology. The other table would have other information: group description, agency, dates of check-in and check- out, the number of people and in which hotel they would stay (it will be possible to visualize the second table in the examples of protocols below).

Groups usually reach the Bom Jesus Hotels via a travel agency, so most groups book rooms and dinner time at the hotel. When group members have any request during the hosting period, they will ask to the guide or call directly to the reception. Most of the time the requests were related to wake-up calls, but other requests were related to food and drinks. Asian groups would, for instance, ask for hot water to drink, Nordic groups would like some cocktail after dinner, while other groups would prefer some tea.

Related to group's origin, some nations stood out during my internship period: (1) China, (2) North Europe and (3) Israel. Associating with the examples of protocols in Bom Jesus Hotels we can say that Mr. Paulo Vaz tries to pay attention to all requests made and the makes notes of previous groups. The protocols of Bom Jesus Hotels are structured with a table of the prices / typology of rooms / rooming list creating a file of a particular group, when the reservation is complete. Information about the group, agency, date of check-in and check- out, number of people, in which hotel they will stay, and meals is always in their Protocol as we can see in the examples below, provided by Mr. Paulo Vaz. Following the Protocols provided, we could conclude that the hotel had as general guidelines about those 3 countries that:

- (1) Chinese groups tend to ask for hot water (mentioned during the interview) and also have some food restrictions.
- (2) Polish tourists are usually hosted in Bom Jesus Hotel between May and October. They are known as a people with good manners, for being strict with food and for eating meals fast.
- (3) The Israeli market is a complicate market to work with. There are several requests that are not easy to satisfy, which make the booking negotiation take longer than usual.

4.3.2.1 Example of Chinese Protocol at Bom Jesus Hotels

GM NR	
GRUPO	
AGENCIA:	
CHECK-IN	19 de maio de 2019
CHECK-OUT	21 de maio de 2019
PAX	22 + 1 = 23
ALOJAMENTO	Hotel do Templo
REGIME	1ª noite: HB sem bebidas 2ª Noite: BB

Jantar 19/mai 20h00

sopa de legumes
arroz de pato (sem fumados e com salada mista)
doce ou fruta

Observações/ Notas
Restrições alimentares
4 hospedes pedem comida semi kosher e 1 deles gluten free Jantar semi kosher, significa peixe (com escamas e barbatanas) + vegetais (cenoura, batata, tomate, cebola, etc) envoltos em folha de aluimio e cozinhados no forno/ grelha+ verduras frescas não cortadas
alguns peixe kosher (ver preparação) - grelhado e com escamas e barbatanas peixes Kasher: atum, cavala, cherne, corvina, dourado, garoupa, linguado, pargo, pescada (amarela, branca, do sul, inglesa, maria mole), robalo, salmão, salmonete, sardinha, truta.
Outros pedidos pequeno almoço separar queijo de fiambre de porco+ colocar ao pequeno almoço verduras frescas não cortadas no peq almoço pf colocar ovos cozidos, tomate, alface, cebola, pepinos

Fig. 5 - Example of Chinese Protocol

Source: Bom Jesus Hotels

4.3.2.2 Example of Polish Protocol at Bom Jesus Hotels

GM NR	
GRUPO	
AGENCIA:	
CHECK-IN	28 de abril de 2019
CHECK-OUT	29 de abril de 2019
PAX	37 + 1 = 38
ALOJAMENTO	Hotel do Parque
REGIME	HB com Bebidas sem Cafe

Jantar 28/abr 19h30

sopa à camponesa
frango grelgafo à Cafreal
Doce ou Fruta

Observações/ Notas
* Não solicitada bagagem * tentar dar de acordo com a RL fornecida * Relembrar que o hotel e não fumador - existem alguns qtos que pedem qto fumador
* RESTRIÇÕES
4 pax não comem carne de vaca/ 1 pax não come cordeiro

Fig. 6- Example of Polish Protocol

Source Bom Jesus Hotel

4.3.2.3 Example of Israeli Protocol at Bom Jesus Hotels

GM NR	
GRUPO	
AGENCIA:	ALF"
CHECK-IN	14 de outubro de 2019
CHECK-OUT	15 de outubro de 2019
PAX	20 + 1 = 21
ALOJAMENTO	Hotel do Lago
REGIME	HB com Bebidas sem Cafe

Jantar	14/out
--------	--------

sopa de legumes

carne de porco à portuguesa

Doce

Observações/ Notas	
<ul style="list-style-type: none"> o Todas as refeições Pão, manteiga e Salada o Pequeno almoço a servir às 07h00 - a confirmar o Bebem muito chá portanto muita agua quente e café o Tabuleiros de queijo e fiambre devem ser a duplicar – 4,7/ dia para este grupo o Comem muita fruta (peça) - preferencialmente colocar laranjas e kiwis comem menos - maçãs comem muito o Comem muito pão (bolos nem tanto) o Comem muita fruta enlata o Att aos iogurtes se os colocarem vão precisar pelo menos de 30 iogurtes para 1 dia 	

7 – Example of Israelis Protocol

Source: Bom Jesus Hotels

Chapter IV: Brief Exploratory Study on Protocols

The purpose of this study was to understand why Hotel Bom Jesus had created this Briefs and how they were assessing, in case they were, the impact of this tool on the quality of the hotel services and customer satisfaction. Moreover, due to my bachelor background in Hotel Management Activities and the knowledge on cultural studies acquired during my master studies, I felt that the tool could also be improved and saw this as an opportunity to apply some of my knowledge on this field. Since the most relevant incoming groups are from China, Poland and Israel, I decided to focus the protocol study on these 3 countries.

4.1 Brief description of the Study

As said before, during my internship in the front desk department, I needed to communicate constantly with guests and provide them an effective service. I needed to deal mostly with groups from different markets and different nationalities, but the most differentiate ones are from China, Poland and Israel. Naturally, some groups were easier to communicate with compared to others and some groups easier to satisfy than others.

I was aware, due to my academic background, that a great deal of the behaviour of those groups was related to their culture, but I had no previous formal information about these specific cultures, nor was any in the protocols as well, since, as stated before, they had just booking-related information and some general hints on preferences and behaviour (attachment n° 1, n° 2 and n° 3).

I started to ask myself if this tool was standard or different to all and groups, why it had been developed like this, if there was any impact evaluation and how it could be improved.

This interview was based on an interview guide, as I will explain in the next section. and the interviewee was Mr. Paulo Vaz, responsible for the creation of the protocols and communication process between the hotel and the groups. He is also responsible for the booking platform of groups' reservations, rooming list (list with the names and rooms of the members of the group), Group Brief, invoicing of payments in advance, among other). The interview took place at Mr. Paulo Vaz office on 30th July 2019, at Bom Jesus Hotels.

4.2 Interview objective and guide

This interview was based on an interview guide, elaborated by me (below and appendix n°1), This interview guide was divided in two parts. One part is related to the nationalities of the guest groups and the second part is directly related to the protocols. With this second part, I was aiming at understanding if they considered the cultural factor when searching for information to elaborate the protocols and if the protocols were effective.

The questions of the interview were elaborated during consulting meetings with four receptionists and the head (01/02/2019 until 01/06/2019) and based on Silverman (2000); Weller et al.(2018) ; Brayda & Boyce (2014); Creswell (1994); Patton (2002); Edwards & Holland (2019), Artal-Tur (2018), Dovchin, Pennycook, & Sultana (2017), Hall (1997) , El-Saba(2017) and Goldenberg (1997). These references are linked to interview process and analyses but also to culture, which was important since the interview has also culture-related questions.

Question	Answer
First part	
1. What are the main nationalities of the hotel guests?	The first questions of this interview were made to understand the main nationalities of the groups and how they diverge in terms of behaviour, namely during the reservation, their communication style and the number of different requests they made.
2. Are there different approaches in terms of type of communication during the process of reservation of a group?	
3. Are there any especial requests that could be connected to the nationality of the group?	
4. Is there any pattern in the nationalities hosted during the low and high season?	
5. Is there some special care from the hotel regarding behaviours or customs of the different nationalities?	
Second part	

6. Why did the Group Bom Jesus decide to do several protocols?	The second part of this interview will be focused in the protocols, answering some questions such as- Why? How? How many -, trying to understand cultural factors are considered when the protocols are elaborated.
7. Why have you decided to create the protocols?	
8. What kind of information or resources have you used to create the protocols?	
9. Do the protocols have specificities concerning the different nationalities? If yes, which?	
10. Were there any special issues or problems during the creation of the protocols?	
11. How do you verify the efficiency of the protocols?	

Table 5- Interview guide

Source: Self- elaboration

4.3 Analysis of the Answers

Individual interviews, as the term suggests, are a means of obtaining information through direct questions. In this case, the objective was to understand the variety of group nationalities that choose Bom Jesus Hotels and how the cultural factors may or may not be associated to the protocols. For this reason, I choose to analyse 5 out of the 11 questions, which seemed more relevant for our study, although all the answers can be accessed in appendix no 2.

<i>Number of the question</i>	Question	Answer
<i>Question 3</i>	Are there any especial requests that could be connected to the nationality of the group?	Transcription: Essentially through the menus. Over the years we have come to realize that there are differences. For example, in the Nordic countries dishes always must contain a salad, a garnish is more than enough.

Question 4	Is there any pattern in the nationalities hosted during the low and high season?	Transcription: It depends on how the markets react. Weather conduction influence the period of holidays. Asian markets are stronger during winter time and European countries are more activate between May and October. All non-Europe countries will eventually come more often in low season, including, and especially Asian Market
Question 7	Why have you decided to create the protocols?	Transcriptions: Fit to market. We must be aware that there are markets that need this constraint. If we do not have these protocols, then if we do not have these contracts, something less positive is certain to happen. For the same reason, these protocols would be a fantastic way of safeguarding ourselves and safeguarding themselves, that's why these protocols were created.
Question 8	What kind of information or resources have you used to create the protocols?	Transcriptions: Agreements. Essentially, there were necessities that they ask us. There are easier markets to work with and less easy to work with. Basically, everything that is not European has to be very well stipulated and must be written. Even in case of change of hotel everything has to be very well stipulated so no problems can occur.
Question 11	How do you verify the efficiency of the protocols?	Transcription: Once again the protocols serve as their security and ours. With these protocols they know they will have certain conditions with us. We know we are out of town and we know you must give something more, this extra and that extra that we put there in interaction with them. I think it is a widespread way that they make these protocols in whatever organization.

Table 6 - Transcription of the selected answers

Source: Self- elaboration

Question three and four were selected to understand the nationality of a group, since different cultures possess different languages, beliefs, norms and values and these diversities are implemented in every day live of a society forming a national culture as Lashley (2000) and James E. Cote (2013) affirm. There aren't two equal groups of different nationalities. If we think of seasons, for example, and according to Mr. Paulo Vaz, the Asian market is more likely to come in low seasons, while European countries are more likely to come between May and October. Apart from the travel period, it is

possible, also according to Mr. Paulo Vaz, to see national differences when choosing menus, since food habits vary from country to country.

So, there is a conscious in the Hotels Bom Jesus of the importance of taking into account the difference between nationalities.

Questions seven, eighth and eleven were selected to understand the creation and implementation of the protocols at Bom Jesus Hotels. According to the interviewee, the creation of protocols is extremely important to “fit the market”, securing the hotels and the groups. Most information in the protocols is collected from the agreements, so the elaboration of the protocols is strict and based on indispensable information.

Based on this interview and on my personal experience during the internship, the resources are only based in requests, the elaboration is based in basic information of the group and the implementation changeable. The information is very superficial for each group, and the hotel could benefit from a cultural group profile, if they had a more complete protocol.

Chapter V: Proposal for Improvement of the Protocols

To accomplish an improvement in the service and communication between Bom Jesus Hotels and guest Groups, considering their diversity of nationalities, it seemed to be it could be a good idea to improve Bom Jesus protocols.

5.1 Motivation for this proposal

The hotel protocols are a document with information concerning nationality, in this case of a guest group, that can be useful not only to the front desk employees but also to other employees that may need to communicate with this group or provide a service. There are several “protocols” implemented in Bom Jesus Hotels, for different countries, and during my internship, I felt there was a gap of information in those protocols. Because of this, I decided to review and upgrade the information associated with some incoming nationalities. I chose to work on three: The Republic of China, Poland and Israel. Those three markets are different in terms of nationalities and consequently in terms of culture and seemed to be relevant segments to the hotel being this the main reason behind the choice of those markets.

Chinese groups usually come in low seasons, which help the hotels fight seasonality, Polish groups are becoming loyal groups coming every year to the hotels and Israelis groups are a new tendency, a new market that the hotels are trying to approach, being these three countries essential markets to Bom Jesus Hotels.

5.2 Brief intro to Protocols

The protocols in Bom Jesus were created to safeguard the hotels and the guest groups. These protocols are composed of basic essential information and based on requests made by the person in charge of the group. During my internship, I felt I needed more information since the groups were culturally different. Moreover, these protocols do not totally match what literature defines as protocol.

According to Mayhew (2019):

In many instances, the definition of protocol is a practice, or a set of guidelines intended to support procedures, and a procedure is a collection of steps or processes for completing a task. Practices, on the other hand, are probably more akin to protocol because a practice is something that you customarily do to carry out a task.

There are different types of protocols, for different purposes. In our case, protocols are related to management of country guest groups, relevant to Hotel Bom Jesus. Following the definition above, they should have enough information that serves as guidelines to perform the task of hospitality according to the guests' profile. Therefore, the proposal has 3 information layers: Resources- Elaboration – Implementation.

5.1.1 Resources

After selecting a nationality and the objectives of the protocol, it is necessary to gather information on that country, using resources for this purpose. Knowledge is power, so first, it is necessary to identify the type of resource needed and try to know as much as possible about the nationality selected previously.

There are some resources we must use to gain this knowledge. These resources are divided into two types: (1) primary resources and (2) secondary resources.

- (1) Primary resources: collect data for analysis. The most common way to collect this is through market research. There are also speeches Interviews and Conversations, and they may be captured in Videos, Audio Recordings, or transcribed into text. Images videos and laws are other examples.
- (2) Secondary resources: consist of data provided by institutes, governments, colleges and industry associations, among other organizations. This group also includes the reports published in newspapers, journals and magazines.

(University Library, 2018)

Nowadays, through internet, we can easily access to a big number of reliable sources, such as books, journals, articles, thesis and so on.

5.1.2 Elaboration of the Protocols

As Paridah et al. (2016) affirm, the structure of the document (protocol) needs to be in a step-by-step format, the instructions need to be clear and easily understood by the various people who will need to follow the protocol.

All protocols require knowledge about the theme of the protocols, and they should be practical, objective and understandable.

5.1.3 Implementation of the Protocols

Before implementing the protocol, it is necessary to discuss it with the team (everyone must approve the use of the protocol) and find out if there are any problems or challenges with the procedure. After reviewing it, it is fundamental to test the protocol. The last step before implementing the protocols is to finalize the protocol and submit it to the management for approval.

Following Paridah et al. (2016) thought again, the first time a protocol is used, it must be qualified and learned. During successive uses, it will need to be reinforced multiple times. It can be beneficial for the Hotels Bom Jesus to review their protocols and procedures on an annual basis to ensure that they are up to date and reflect the current business objectives.

5.2 Protocol Proposal

Not all groups hosted at Bom Jesus Hotels are the same or come on the same date or with the same number of persons. Moreover, they come from different countries. Because of this, structured information related to cultural factors should be included in the protocols of Bom Jesus Hotels, beyond the existent information on prices /typology of rooms / rooming list. A basic cultural profile of the Group with the most common behaviours and characteristics would certainly facilitate the hotel employees' work when dealing with the guests of the groups with different nationalities.

In my proposal of protocols, in the next section, I believe that the additional information, mainly related to cultural factors, can contribute to the training of the employees and better service.

These protocols, the Republic of China Protocol / Poland Protocol / Israeli Protocol, elaborate by me, were presented to Mr Paulo Vaz by email. The response was positive, he believes that the information provided was interesting and ask for more information related to the Israel protocol (remembering that this market is the most recent market that Bom Jesus Hotels is working with).

5.2.1 Protocol | Republic of China

Guest Protocol | Republic of China

1. Main highlights of the culture of the Republic of China:

The Chinese worldview, the Chinese cultural blueprint remains eternal, it evolves but not fundamentally change, even with strong growth

The relationship between individual society and in fact the cosmos, there is one truth, the only and absolute good in China its stability, because without stability progress isn't possible. The only absolute evil is chaos, chaos become impossible the progress... Everything in China is understood in a context of stability... indigenous philosophical thinking Taoism, Buddhism, Art, Monism, Confucianism reinforce the primacy of stability. Source?

'Face' is a heady mixture of social standing, influence, dignity and honour. The culture of face is a crucial part of many interactions. Hierarchy counts in China, whether it's a seating position in the boardroom or at the banqueting table, or who speaks first at a meeting. Turn up on time, shake hands as you mean it and read business cards with interest. You may be judged on whether your attitude is suitably respectful. From gift-giving and entertaining to asking about family and knowing when to be professional, promoting harmony when dealing with your Chinese counterparts will pay off.

HSBC. (2019). International Business Guides China Together we thrive Welcome to China

2. Tourists from the Republic of China:

In 2018 the Republic of China's outbound tourism reached 149.72 million trips, 14.7 % more than in 2017. It is, therefore, undeniable that the number of Chinese tourists is increasing. Following the statistic of Ministry of Culture and Tourism of the People's Republic of China, (2018), Chinese tourists who choose destinations such as Australia, Europe and the United States, are extending the number of days spent on trips, which was in average 12.6 days in 2018.

More than half of Chinese travellers are in their 30s, 2 out of 3 are women, 80% already married, while 90% are coming from large urban cities.

Three major periods are welcoming the largest part of 145 million overseas trips of Chinese tourists: Chinese New Year, Summer Break and days preceding and following Chinese National Day

EUSME. (2019). Chinese Outbound Travellers

World Tourism Cities Federation, & EU SME Centre. (2014). Market Research Report on Chinese Outbound Tourist (City) Consumption. *World Tourism Cities*, 1-26. Retrieved from <http://en.wtcf.org.cn/pdf/worldtourismcities10eng.pdf> <http://en.wtcf.travel/download/report201409en.pdf>

3. Profile of the guests:

Characteristics of Chinese people:	Habits/behaviours:
<ul style="list-style-type: none">Chinese are peaceful and cooperative - no violence/always try to avoid conflict.Chinese adolescent is shy/quiet, but kids under 10 years old can be loud.	<ul style="list-style-type: none">Chinese like to drink hot tea.Chinese don't use strong cologne.Chinese usually prefer separate beds.Chinese clean up the room before they leave

Other information: Chinese cuisine is meant to be enjoyed for its: appearance and aroma, taste and texture, balance and harmony of yin and yang elements, and its nutritious properties. Pork is the most popular meat in Chinese cuisine. Some common desserts ingredients include mung beans, red beans, glutinous rice, lotus seeds, and different types of nuts.

5.2.2 Protocol | Poland

Guest Protocol | Poland

1. Main highlights on the culture of the Polish Culture

With many devastating events throughout its history (a thousand years), the first Slavs established what today is Poland, beginning the origin of their culture. Over time poles adopted characteristics of other European cultures.

Polish society places a lot of emphasis on the polite behaviours, they attach great importance to kind manners and gracious behaviours of the people. The Republic of Poland has a long tradition of tolerance towards ethnic minorities and has no discrimination of any kind associated with religion, nationality or race. it has a keen sense of gender equality.

Polish people are very linked to their culture, investing a lot of efforts on their cultural entities with cultural activities related to different areas, such as cinemas, theatre, ballet and opera, art galleries, events and museums. They are proud of their culture.

Countries and their Cultures. (2019). Poland Culture.

2. Tourists from the Republic of China:

Although Poland joined the European Union in 2004, it has its own coin, Polish zloty (PLN) currency. It is divided into sixteen provinces and contains 38.43 million habitants and they are responsible for 47 million trips in 2017.

Polish tourists do not appreciate last minute offers as much as they used to, they choose comfort over low costs for summer vacations (43% of Polish people choose standard hotels) and they prefer to go on holidays more often but staying shorter periods of time 3/4 days.

Szpech, M. (2019). Polish Chamber of Youth Tourism

3. Profile of the guests:

Characteristics of the Polish people:	Habits/behaviours:
<ul style="list-style-type: none">• They usually have a serious expression• Poles are very religious• They usually can speak English• They are very proud of their culture and country• They have great respect for forests and nature	<ul style="list-style-type: none">• Poles usually address each other with the surname• They like to sleep in separate beds• They are very punctual• They eat the meal fast• They dress conservatively

Other information: Polish people like to eat fruits and drink tea. Their gastronomy is rich in meat of all kinds and seasonings as well as different types of pasta and dumplings. A typical lunch usually consists of at least three dishes. Popular appetizers are pates made from various types of meat, vegetables or fish. It also had a strong influence on Turkish, German, Hungarian, Jewish, Russian, French and colonial cuisines of the past

5.2.3. Protocol | Israel

Guest Protocol | Israel

1. Main highlights on the culture of the Israeli culture

Israel has nowadays two distinct nationalities, the Palestinian and the Jewish (there are several Jewish immigrants from different countries living in Israel). Hebrew is the main language but, in total, Israel has eighty-three non-official languages.

As we cross over into the new century, Israel has embarked on the long path to normalization with much of the Arab world. There are full relations with Egypt and the Hashemite Kingdom of Jordan, and relations on various levels with several other Islamic countries, including Morocco, Tunisia, Mauritania, Oman and Qatar. With the new winds blowing in the Middle East, high hopes are placed on the outcome of the peace talks presently being held at various levels with some of Israel's most bitter foes in the past... The results of these talks will have a decisive influence, not only on the political life of the country, but also on its cultural development.

With a long history, Israel has the highest number of museums in the world, more precisely two hundred museums. People from different countries and cultures have been living in Israel, influencing its unique melting.

2. Tourists from Israel:

Israel is in the Middle East on the Mediterranean Sea and when it comes to travel to Europe, Israelis prefer Eastern Europe. With the low-cost flights emerging in this country the number of Israeli tourists has increased. In 2018 Israelis made around 8.5 million trips. 2

The increase of Israeli tourism over the last few years it is a reality. It's still possible to affirm that in 2018 the majority of the Israeli tourists prefer to stay abroad around five to nine days.

Israel Minister of Tourism. (2019). Tourism 2018.

3. Profile of the guests:

Characteristics of Israeli people:	Habits/behaviours:
<ul style="list-style-type: none">The Israeli tourist is known to be impolite, impatient and can talk loudly.	<ul style="list-style-type: none">They usually leave garbage in the room.Breakfast time, they pile huge amounts of food on the plate and don't finish it.They can wreck things.They have high standards; they always expect to get something extra.They come with empty suitcases and do a lot of shopping.

Other information: Israeli cuisine usually follows kosher protocols, due to the Jewish culture and religion. As a result, pork, shellfish, eggs and milk are prohibited. It is also prohibited to prepare or cook meats, dairy products and eggs in the same pot or container. Hummus, tahini, shawarma, pita bread, kebabs and falafel are some of the most commonly enjoyed foods in Israel

Source: (Lewis, 2017) (Bordes-benayoun, 2016) (Weill, n.d.) (El-Saba, 2017) (Pile, 2017) (Aderet, 2019) (Raz-Chaimovich, 2018)

Chapter VI: Conclusion

Front Desk Department

During my internship, I learned more than I ever predicted, not only communicating with guest and group guests personally (during the staying) or via phone / email / webpage (reservation) but also performing other tasks: welcoming guests; checking-in guests, processing any requests; handling check-outs, respectfully dealing with guests' issues; organizing the physical files of the guests or groups chronologically: by year – month – day and do the verbal introduction of the divisions, services; typologies of the hotel and so on. Through the performance of these and other tasks I developed skills in communication, fast response, performing multitasks and in working under pressure, beyond digital skills (software PROTEL), intercultural competence and conflict resolution. I gained experience in the field of Tourism and Hospitality, and upon the end of the internship, I was invited to stay as an intern during the summer period (July and August).

The satisfaction of a guest is an important achievement for a hotel, a satisfied guest is more likely to return to their hotel and build a loyal relationship with that hotel, so it's important to have a good relationship with the guest. The existence of protocols helps to build this objective of good relationship. During the interview process it was possible to confirm the nationalities of the most relevant groups to this hotel, in low and high season, but also the importance of the protocol's information. In high season we have a predominance of European countries (beside northern countries) and in the low season we could verify the predominance of non-European countries (mostly China).

In the interview, it was also possible to understand the importance of the investment in new markets outside Europe, for example the Israeli market, to innovate, fight seasonality and attract new groups of tourists with a higher economic profile.

The protocols have a crucial function in a front desk department, since the document has information on an international group. With this knowledge, the employees of hotels Bom Jesus can interact with an international group easily, preventing future behaviours and issues of the member of those group. Cultural facts have a preponderant role in the protocols, understanding the group attitudes and requests made during the reservation process and later in the hosting period.

During my performance as a receptionist, I have been told that the heart of the hotel is the receptionist, since most relational issues inside the Hotels Bom Jesus go through

the front desk. During the internship I was therefore responsible for dealing with the guest satisfaction during their stay, being the protocols an important tool to achieve this objective, especially when hosting groups from different nationalities. This was the reason why I focused on improving them and adding new profiles (like the Israeli), which was also supported by my supervisor.

To conclude, I would like to say that it is undeniable that culture has a huge influence on the Tourism and Hospitality field. The flow of tourists is increasing every year, leading to the creation of new tourist destinations and consequently new infrastructures, including hotels.

Bom Jesus Hotels receive daily guests from different parts of the Globe, with different nationalities. With more studies appearing related to culture, referring to the importance of culture, it is an added value to Bom Jesus Hotels to understand those cultures and use this knowledge as a plus, when dealing with guests with different nationalities.

The intercultural interaction between receptionist and guest is, in this field, a daily reality and taking into consideration cultural factors in the protocols of the Bom Jesus Hotels can be a way of using intercultural knowledge as a business advantage.

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Attachments

Attachment 1 - Protocol of Chinese Group

GM NR	
GRUPO	TPE-18667
AGENCIA:	G2 TRAVEL, LTD
CHECK-IN	28 de abril de 2019
CHECK-OUT	29 de abril de 2019
PAX	37 + 1 = 38
ALOJAMENTO	Hotel do Parque
REGIME	HB com Bebidas sem Cafe

Jantar 28/abr 19h30
sopa à camponesa
frango grelhado à Cafreal
Doce ou Fruta

Observações/ Notas

* Não solicitada bagagem

* tentar dar de acordo com a RL fornecida

* Relembrar que o hotel é não fumador - existem alguns qtos que pedem qto fumador

*** RESTRIÇÕES**

4 pax não comem carne de vaca/ 1 pax não come cordeiro

Attachment 3- Protocol of Polish Group

GM NR	
GRUPO	AGRICULTURES
AGENCIA:	INCOMING EMOTIONS LDA
CHECK-IN	19 de maio de 2019
CHECK-OUT	21 de maio de 2019
PAX	22 + 1 = 23
ALOJAMENTO	Hotel do Templo
REGIME	1ª noite: HB sem bebidas
	2ª Noite: BB

Jantar 19/mai 20h00

sopa de legumes

arroz de pato (sem fumados e com salada mista)

doce ou fruta

Observações/ Notas
Restrições alimentares

4 hospedes pedem comida semi kosher e 1 deles gluten free

Jantar semi kosher, significa peixe (com escamas e barbatanas) + vegetais (cenoura, batata, tomate, cebola, etc) envoltos em folha de aluimio e cozinhados no forno/ grelha+ verduras frescas não cortadas

alguns peixe kasher (ver preparação) - grelhado e com escamas e barbatanas

peixes Kasher: atum, cavala, cherne, corvina, dourado, garoupa, linguado, pargo, pescada (amarela, branca, do sul, inglesa, maria mole), robalo, salmão, salmonete, sardinha, truta.

Outros pedidos pequeno almoço

separar queijo de fiambre de porco+ colocar ao pequeno almoço verduras frescas não cortadas no peq almoço pf colocar ovos cozidos, tomate, alface, cebola, pepinos

Attachment 4 – Protocol of Israeli Group

GM NR	
GRUPO	ALF
AGENCIA:	Biuro Usług Turystycznych i Rehabilitacyjnych „ALF”
CHECK-IN	14 de outubro de 2019
CHECK-OUT	15 de outubro de 2019
PAX	20 + 1 = 21
ALOJAMENTO	Hotel do Lago
REGIME	HB com Bebidas sem Café

Jantar	14/out
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sopa de legumes
carne de porco à portuguesa
Doce

Observações/ Notas
<ul style="list-style-type: none"> o Todas as refeições Pão, manteiga e Salada o Pequeno almoço a servir às 07h00 - a confirmar o Bebem muito chá portanto muita água quente e café o Tabuleiros de queijo e fiambre devem ser a duplicar – 4,7/ dia para este grupo o Comem muita fruta (peça) - preferencialmente colocar laranjas e kiwis comem menos - maçãs comem muito o Comem muito pão (bolos nem tanto) o Comem muita fruta enlata o Att aos iogurtes se os colocarem vão precisar pelo menos de 30 iogurtes para 1 dia

Appendices

Appendices 1

Question	Answer
First part	
12. What are the main nationalities of the hotel guests?	The first questions of this interview were made to understand the main nationalities of the groups and how they diverge in terms of behaviour, namely during the reservation, their communication style and the number of different requests they made.
13. Are there different approaches in terms of type of communication during the process of reservation of a group?	
14. Are there any especial requests that could be connected to the nationality of the group?	
15. Is there any pattern in the nationalities hosted during the low and high season?	
16. Is there some special care from the hotel regarding behaviours or customs of the different nationalities?	
Second part	
17. Why did the Group Bom Jesus decide to do several protocols?	The second part of this interview will be focused in the protocols, answering some questions – such as Why? How? How many? - trying to understand if cultural factors are considered when the protocols are elaborated.
18. Why have you decided to create the protocols?	
19. What kind of information or resources have you used to create the protocols?	
20. Do the protocols have specificities concerning the different nationalities? If yes, which?	
21. Were there any special issues or problems during the creation of the protocols?	
22. How do you verify the efficiency of the protocols?	

Appendices 2

<i>Number of the question</i>	Question	Answer
<i>Question 3</i>	Are there any especial requests that could be connected to the nationality of the group?	Transcription: Essentially through the menus. Over the years we have come to realize that there are differences. For example, in the Nordic countries dishes always must contain a salad, a garnish is more than enough.
<i>Question 4</i>	Is there any pattern in the nationalities hosted during the low and high season?	Transcription: It depends on how the markets react. Weather conduction influence the period of holidays. Asian markets are stronger during winter time and European countries are more activate between May and October. All non-Europe countries will eventually come more often in low season, including, and especially Asian Market
<i>Question 7</i>	Why have you decided to create the protocols?	Transcriptions: Fit to market. We must be aware that there are markets that need this constraint. If we do not have these protocols, then if we do not have these contracts, something less positive is certain to happen. For the same reason, these protocols would be a fantastic way of safeguarding ourselves and safeguarding themselves, that's why these protocols were created.
<i>Question 8</i>	What kind of information or resources have you used to create the protocols?	Transcriptions: Agreements. Essentially, there were necessities that they ask us. There are easier markets to work with and less easy to work with. Basically, everything that is not European has to be very well stipulated and must be written. Even in case of change of hotel everything has to be very well stipulated so no problems can occur.

Question
11

How do you verify the efficiency of the protocols?

Transcription: Once again the protocols serve as their security and ours. With these protocols they know they will have certain conditions with us. We know we are out of town and we know you must give something more, this extra and that extra that we put there in interaction with them. I think it is a widespread way that they make these protocols in whatever organization.

China Protocol Enhancement Option

Culture of the Republic of China:

The Chinese worldview, the Chinese cultural blueprint remains eternal, it evolves but not fundamentally change, even with strong growth

The relationship between individual society and in fact the cosmos, there is one truth, the only and absolute good in China its stability, because without stability progress isn't possible. The only absolute evil it's chaos, chaos become impossible the progress... Everything in china is understood in a context of stability... indigenous philosophical thinking Taoism, Buddhism, Art, Monism, Confucianism reinforce the primacy of stability.

The education, innovation and growth of the population depends on the stability of the society. It's part of the Republic of China Culture,

Chinese culture is a set of core values that underlies social interaction among the ordinary Chinese people and remains relatively stable over a long period of time.

Tourists from Republic of China:

Republic of China is becoming more and more international. Since 1978 tourism has been growing at high rates of 9 percent a year. Accompanied by this grow, there is also an exponential growth in the number of Chinese citizens traveling internationally, including to Portugal.

In 2018 the Republic of China's outbound tourism reached 149.72 million trips, 14.7 % more than in 2017. It is, therefore, undeniable that the number of Chinese tourists is increasing. Following the statistic of Ministry of Culture and Tourism of People's Republic of China, (2018), Chinese tourists who choose destinations such as Australia, Europe and the United

<p>States, are extending the number of days spent on trips, which was in average 12.6 days in 2018.</p> <p>Chinese tourists are increasing and apparently will keep increasing, with a higher number of Republic of China citizens travelling during relatively long periods and being the tourist group that more in their trips,</p>	
<p>Profile of the guests:</p>	
<p>Characteristics of Chinese people:</p> <ul style="list-style-type: none"> • Chinese are peaceful and cooperative - no violence/always try to avoid conflict. • Chinese adolescent is shy/quiet, but kids under 10 years old can be loud. 	<p>Habits/behaviours:</p> <ul style="list-style-type: none"> • Chinese like to drink hot tea. • Chinese don't use strong cologne. • Chinese usually prefer separate beds. • Chinese clean up the room before they leave
<p>Other information:</p> <p>Chinese cuisine is meant to be enjoyed for its: appearance and aroma, taste and texture, balance and harmony of yin and yang elements, and its nutritious properties. Pork is the most popular meat in Chinese cuisine. Some common desserts ingredients include mung beans, red beans, glutinous rice, lotus seeds, and different types of nuts.</p>	

Appendices 4

Polish Culture

With many devastating events throughout its history (a thousand years), the first Slavs established what today is Poland, beginning the origin of their culture. Over time poles adopted characteristics of other European cultures.

Polish society places a lot of emphasis on the polite behaviours, they attach great importance to kind manners and gracious behaviours of the people. Republic of Poland has a long tradition of tolerance towards ethnic minorities and has no discrimination of any kind associated with religion, nationality or race. It has a keen sense of gender equality.

Polish people are very linked to their culture, investing a lot of efforts on their cultural entities with cultural activities related to different areas, such as: cinemas, theatre, ballet and opera, art galleries, events and museums. They are proud of their culture.

Tourists from Republic of China:

Although Poland joined the European Union in 2004, it has its own coin, Polish zloty (PLN) currency. It is divided into sixteen provinces and contains 38.43 million habitants and they are responsible for 47 million trips in 2017.

Polish tourists do not appreciate last minute offers as much as they used to, they choose comfort over low costs for summer vacations (43% of Polish people choose standard hotels) and they prefer to go on holidays more often but staying shorter periods of time 3/4 days.

Profile of the guests:

Characteristics of Polish people:

Habits/behaviours:

<p>They usually have a serious expression</p> <p>Poles are very religious</p> <p>They usually can speak English</p> <p>They are very proud of their culture and country</p> <p>They have a great respect for forests and nature</p>	<p>Poles usually address each other with the surname</p> <p>They like to sleep in separate beds</p> <p>They are very punctual</p> <p>They eat the meal fast</p> <p>They dress conservatively</p>
<p>Other information:</p> <p>Polish people like to eat fruits and drink tea. It is rich in meat of all kinds and seasonings as well as different types of pasta and dumplings. A typical lunch usually consists of at least three dishes. Popular appetizers are pates made from various types of meat, vegetables or fish. It also had a strong influence on Turkish, German, Hungarian, Jewish, Russian, French and colonial cuisines of the past</p>	

Israeli Culture

Israel has nowadays two distinct nationalities, the Palestinian and the Jewish (there are several Jewish immigrants from different countries living in Israel). Hebrew is the main language but, in total, Israel has eighty-three non-official languages.

As we cross over into the new century, Israel has embarked on the long path to normalization with much of the Arab world. There are full relations with Egypt and the Hashemite Kingdom of Jordan, and relations on various levels with several other Islamic countries, including Morocco, Tunisia, Mauritania, Oman and Qatar. With the new winds blowing in the Middle East, high hopes are placed on the outcome of the peace talks presently being held at various levels with some of Israel's most bitter foes in the past... The results of these talks will have a decisive influence, not only on the political life of the country, but also on its cultural development.

With a long history, Israel has the highest number of museums in the world, more precisely two hundred museums. People from different countries and cultures have been living in Israel, influencing its unique melting culture.

Tourists from Israel:

Israel is in the Middle East on the Mediterranean Sea and when it comes to travel to Europe, Israelis prefer Eastern Europe (Bordes-benayoun, 2016). With the low-cost flights emerging in this country the number of Israeli tourists has increased. In 2018 Israelis made around 8.5 million trips (Raz-Chaimovich, 2018).

The increase of Israeli tourism over the last few years it is a reality. It's still possible to affirm that in 2018 the majority of the Israeli tourists prefer to stay abroad around five to nine days.

Profile of the guests:	
<p>Characteristics of Israeli people:</p> <p>The Israeli tourist is known to be impolite, impatient and can talk loudly.</p>	<p>Habits/behaviours:</p> <p>They usually leave garbage in the room.</p> <p>Breakfast time, they pile huge amounts of food on the plate and don't finish it.</p> <p>They can wreck things.</p> <p>They have high standards; they always expect to get something extra.</p> <p>They come with empty suitcases and do a lot of shopping.</p>
<p>Other information:</p> <p>Israeli cuisine usually follows kosher protocols, due to the Jewish culture and religion. As a result, pork, shellfish, eggs and milk are prohibited. It is also prohibited to prepare or cook meats, dairy products and eggs in the same pot or container. Hummus, tahini, shawarma, pita bread, kebabs and falafel are some of the most commonly enjoyed foods in Israel</p>	